

2011 Military Health System Conference

JTF CapMed Initial Outfitting and Transition (IO&T) – History, Process, Benefits

The Quadruple Aim: Working Together, Achieving Success

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JTF CapMed

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The Goal



The Goal of IO&T

Goal



Two World Class Joint Hospitals

Walter Reed National Military Medical Center



Fort Belvoir Community Hospital



Jointly Staffed; Jointly Operated; Jointly Led; Jointly Governed!

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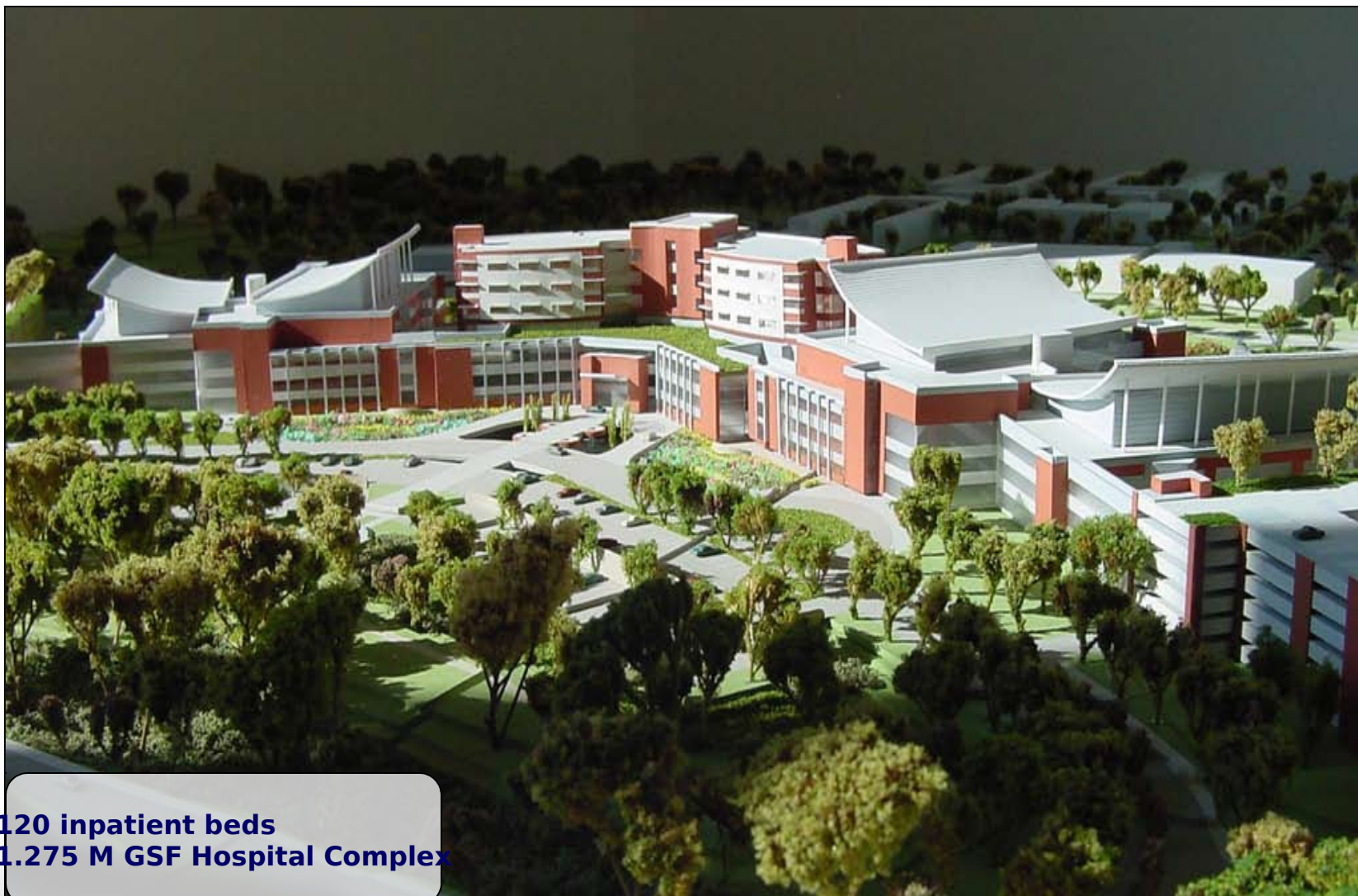
Walter Reed Army Medical Center



Walter Reed National Military Medical Center



Fort Belvoir Community Hospital



120 inpatient beds
1.275 M GSF Hospital Complex

The Challenges



Challenges of Design/Bid/Build



Challenges: Alternative Strategies

Traditional Design Bid Build Process

Design

Bid

Build

Integrated Design Bid Build Process (FBCH)

Design

Bid

Integration

Build

2-Phase Design Build Process (WRNMMC)

Design
(Now)

Bid

Design
(Renos)

Build Phase I (RFP1)

Design

Bid

Build Phase II (RFP2)

Variable
IO&T
Execution
Windows

The Strategy



Acquisition Strategy

Acquisition Strategy

Possible Courses of Action (COAs)



- Three COA proposed by procurement team:
 - Traditional Contracting Sources
 - North Atlantic Contracting Office (NARCO)
 - Fleet Industrial Supply Center (FISC)
 - General Services Administration (GSA)
 - US Army Medical Research Acquisition Agency (USAMRAA)

Course of Action Comparison



COURSE OF ACTION (COA)	ACQUISITION CRITERIA				
	DOD	IO&T CONTRACT	RISK MITIGATION	STANDARD AND INTEROP	QUALITY ASSURANCE
COA #1					
Traditional Contract Sources					
COA #2					
General Service Administration					
COA #3					
USAMRAA					

9/4/10

COA Recommendation



USAMRAA

WHY? Because it ...

1. Achieves desired effects for success
 - Use of DOD Contracting Office
 - Provide Best Opportunity for IO&T Acquisition
 - Risk Mitigation
 - Standardization and Interoperability
 - Quality Assurance
2. Additional Advantages
 - USAMRAA is Ready to Start
 - Minimal Fee



Initial Outfitting and Transition

Contract Background



IO&T Defined: Initial Outfitting and Transition

The IO&T Contract is a....

- Single Award Cost Plus Fixed Fee
- Incentives
 - On-schedule IO&T of North and South projects
 - Share in savings for exceeding cost goals for provisioning
- Cost/Schedule/Performance Risks exist
 - Dependence of IO&T performance on construction completion schedule
 - Complexity due to number of events to be synchronized

One Efficiency of the IO&T Model



20 FTE



20 FTE



20 FTE



20 FTE

- Saving 40 FTE for two project offices
- Eliminates competition for scarce resources
- Volume purchasing and standardization increases efficiencies of scale and receipt of competitive price advantages

"Day to Day" Acquisition Team



Ms Abigail Diffenderfer
(Administrative Contract Specialist)
Mrs. Laurel Carey
(Contract Specialist)

Mrs. Laurie Hovermale
(Contracting Officer)



JTF CAPMED
(Staff)
Ms. McCreary-Watson
(Program Manager)

CAPT Russell Pendergrass
(Contracting Officer Representative)

Walter Reed National Medical Center



Ms Sherri Hopkins
(COTR)
2011 MHS Conference

WRAMC
Lead

**Thomas
Fitzpatrick**

Fort Belvoir Community Hospital



Mr. David Fortune
(COTR)

Contractor & Approved Subcontractors



Project Management **GENERAL DYNAMICS**

Environmental
& Safety



Quality Assurance
Risk Management



Tracking Tool



Operational Capability

Transition Support



H · F · S
C O M P A N Y



Initial Outfitting/Equipping

GENERAL DYNAMICS



Relocation



Project Infrastructure **GENERAL DYNAMICS**

Purchasing

Financial
Management

Subcontract
Management

Information
Management

The General Dynamics Team works across the dimensions of project management, operational capability, and project infrastructure.

Contract Summary



Walter Reed National Military Medical Center



Walter Reed Army Military Medical Center



Fort Belvoir Community Hospital



- **Performance Based Services Acquisition**
- **Single Integrator of contracted services**
- **Services include provisioning of hardware, equipment, furniture**
- **Initial Awarded Contract Value - \$322M**
- **Combination of MILCON, O&M and OP funds**

"One Stop" Solution to Contracted Initial Outfitting & Transition Requirements

Specialized Hospital Transition & Activation Services

Staff Orientation and Training

Provisioning IM/IT Equipment

Operations and Maintenance Training

Equipment and Furniture Installation

Warehousing

User Maintenance

Testing/Calibration/Safety Certification all Equipment

Transition of Government Records & Files

Property Management

Equipment & Materiel Transition and Relocation

Equipment Standardization

Provisioning Furniture & Furnishings

Provisioning Medical & Non-Medical Equipment

IO&T Changes and Challenges



Changes and Challenges to the Initial Outfitting and Transition

Contract Changes



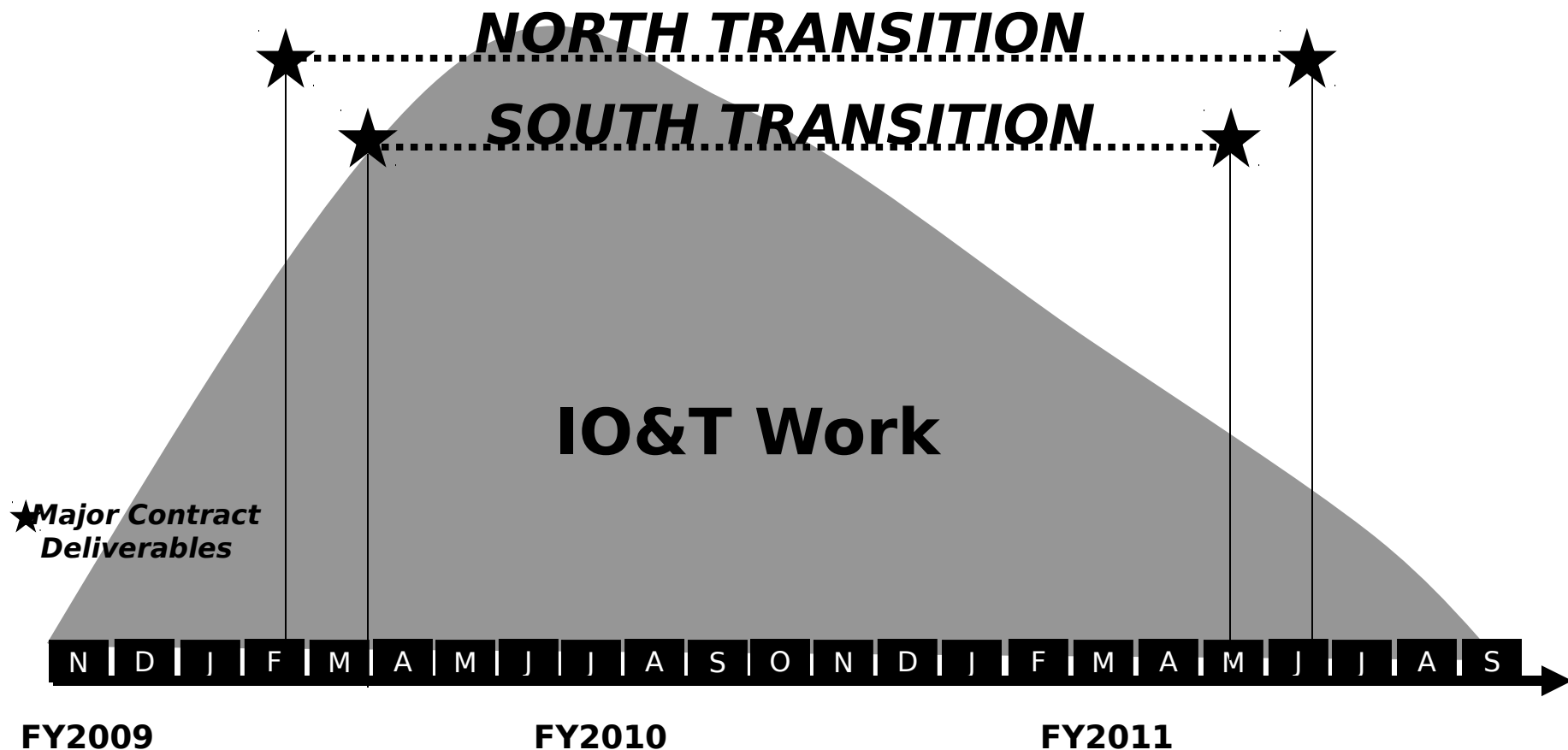
A revision/contract modification MUST come from a properly executed contract modification signed by the Contracting Officer—see FAR 1.602-3 “Unauthorized commitment”



Contract Challenges -

Projected

FTE

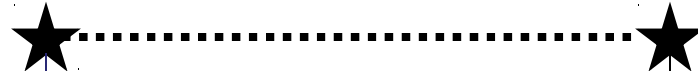


Contract Challenges -



Actual

Actual NORTH TRANSITION



**SOUTH
TRANSITION**



IO&T Work

★ **Major Contract Deliverables**



FY2009

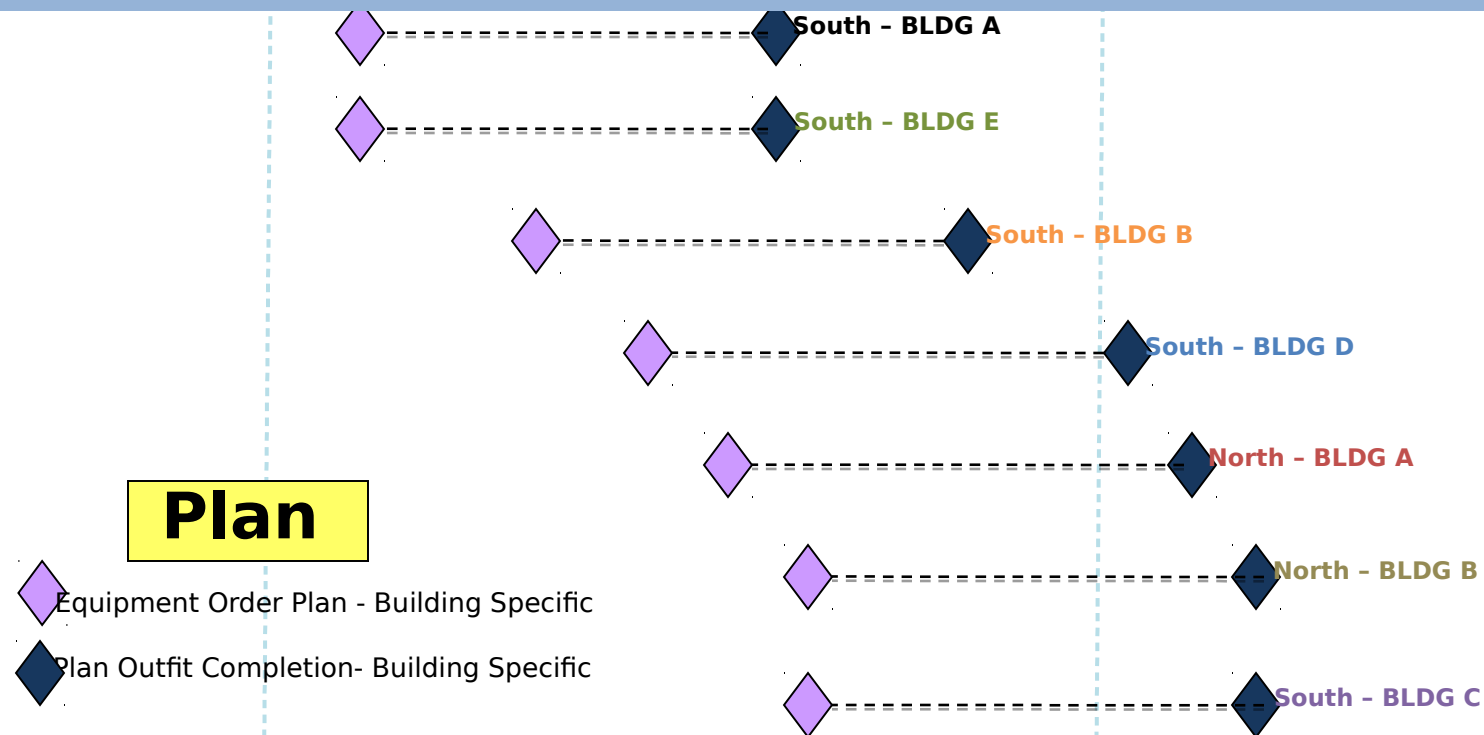
FY2010

FY2011



Equipment Schedule Major Milestones

JUN SEP	DEC	MAR	JUN	MAR	JUN	SEP
CY 2009	DEC	CY 2010			CY 2011	



Plan

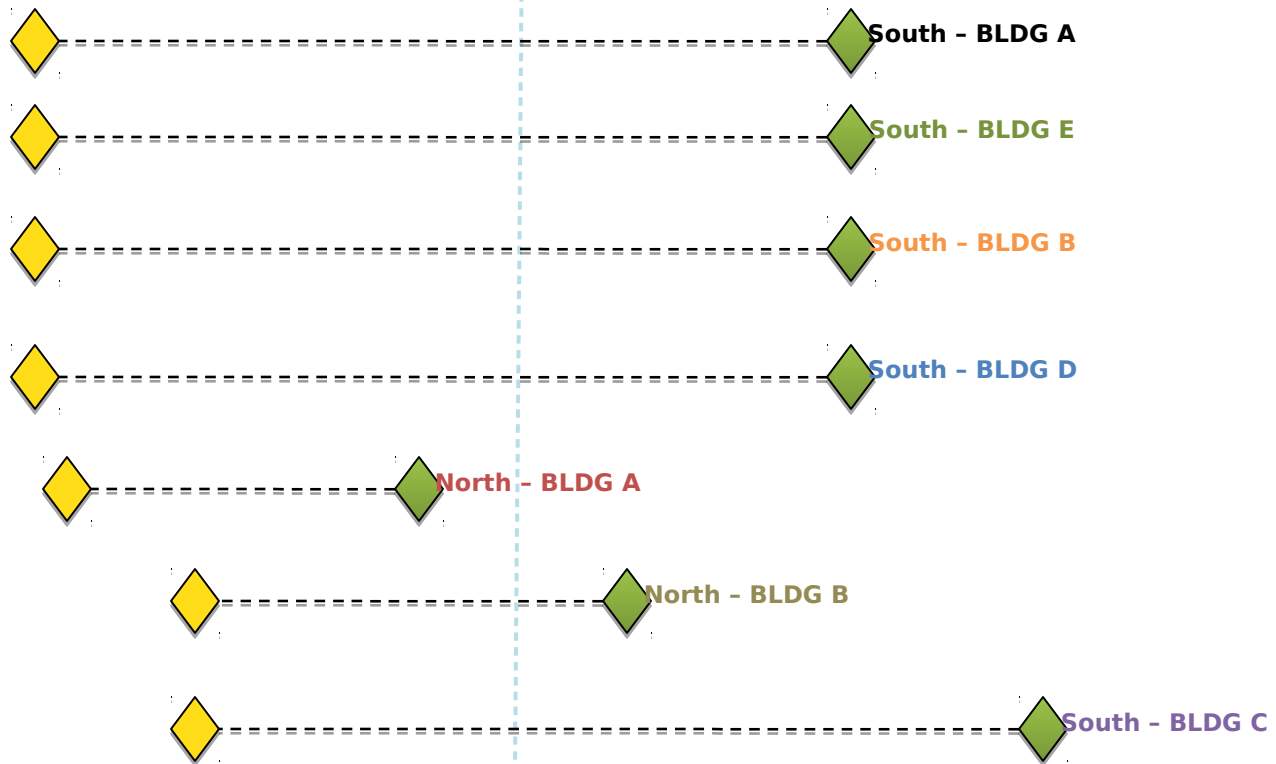
Equipment Order Plan - Building Specific

Plan Outfit Completion- Building Specific

Equipment Schedule Major Milestones



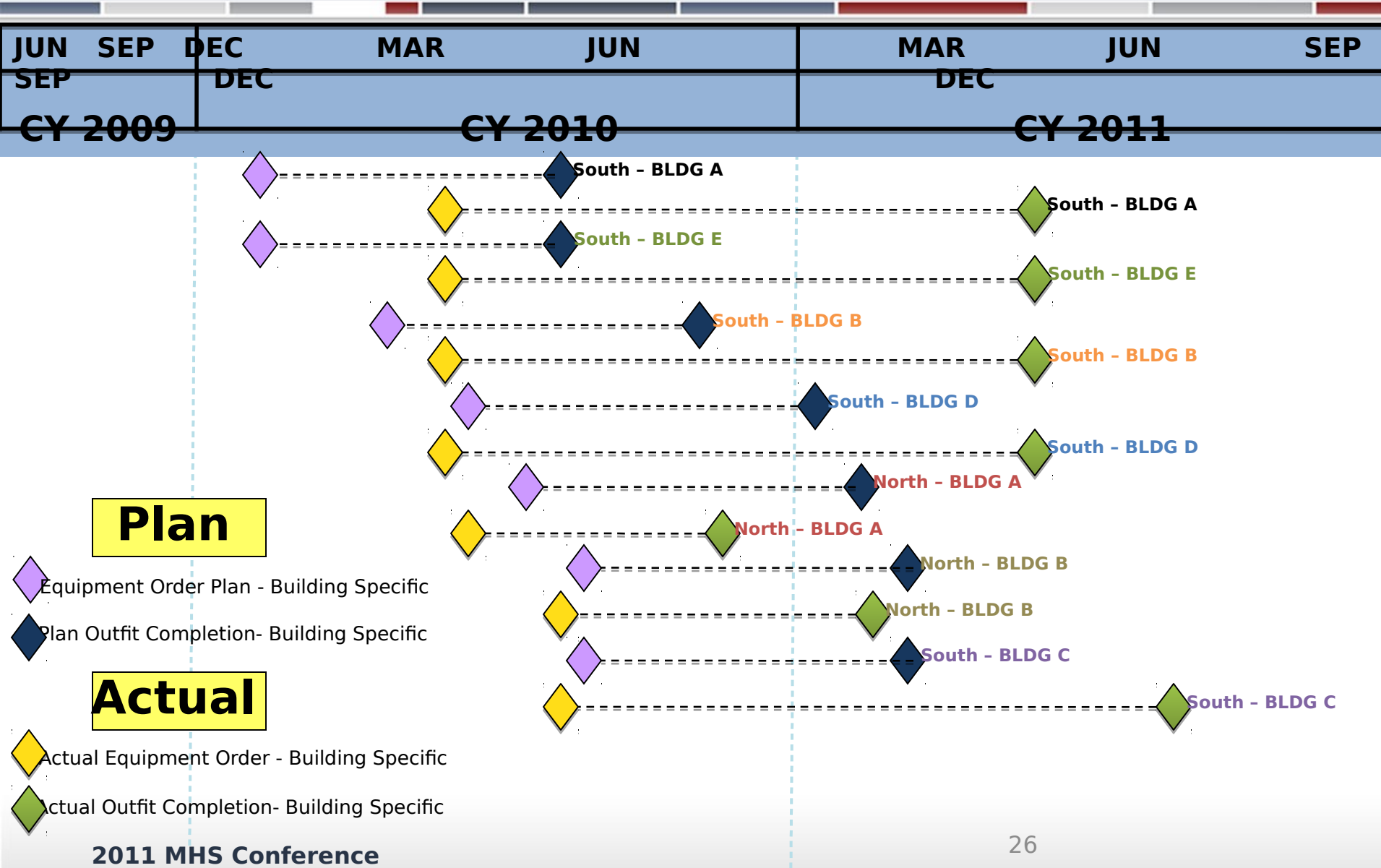
JUN SEP	DEC	MAR	JUN	MAR	JUN	SEP
CY 2009	DEC	CY 2010			DEC	CY 2011



Actual

- Actual Equipment Order - Building Specific
- Actual Outfit Completion- Building Specific

Equipment Schedule Major Milestones



IO Requirements Summary Table



JSN Summary Detail		JSN	Items
		(Count)	(QTY)
Medical	TOTAL	838	19,016
	North	586	7,789
	South	553	11,227
Non-Medical	TOTAL	204	20,166
	North	171	7,076
	South	96	13,090
IT	TOTAL	48	11,817
	North	38	5,561
	South	32	6,256
Furniture	TOTAL	137	50,493
	North	120	23,465
	South	104	27,028
Summary	TOTAL	1,421	101,492
	North	1,121	43,891
	South	806	57,601

Notes:

- JSN "Count" represents total number of unique JSNs in North, South, and Total
- Equipment list analysis is based on 2 March, 2010 contract list.

Verbal Contract Modification



The Verbal Contract Modification Process

Verbal Contract Modification (VCM) Process



- TMA willing to set aside funds to avoid Anti-Deficiency Act (ADA)
- TMA provided certification of set aside funds with line of accounting to Contracting Officer
- The VCM process was borne
- Written modifications followed which memorialized verbal modifications
- Continuous change validated this innovation

Then A Miracle Occurs....



Validation Process for Equipment Lists

Equipment Planners' develop requirements list[checks changes against the baseline.]

MTF

PFD Start

1. Checks updates for user groups
2. Checks against drawings & validates
3. Facility IMIT/IMD & J6 CIO Review
4. Reuse items identified

GDIT Furniture Field Verification

JTF

Selection Process

COTR

COR

COR + PM

Integrated Chiefs Validation

Pricing

KO

GDIT

5. Review Construction Change Impact: ECP vs. ECR - signed

J4 - reviews Current REQ's & performs Quality Assurance (Matt G. & Franklin O.)

Copy of Final Requirements Sent

-Standardization Check

Specification Selection/Purchase Ready

JTF, equipment planners, GDIT (RTKL) all meet to validate Current requirements Δ, and all specs are verified.

= Required 120 Days Prior to the Particular DEPT RFE Date.

If Quality Assurance is complete For Equip planners & validates equipment list.

J4 Submits Validated Final REQ's + Equipment list

~ 1 day

J4 - Final Verification & performs Quality Assurance (Matt G. & Franklin O.)

Received Current REQ's Change Request Packet to be approved or not

Decision Threshold

Greater Than \$100K per unit

Less Than \$100K per unit

Not Approved

Approved

Change Request Review

≈ 1 to 5 days depends on scope

3 days ≈

Develop IGCE ~ 2 days

Receives IGCE thru COR

Issues VCM

= Required 90 days prior to RFE date

Notification (JTF CAPMED PM)

PMIS

Executes the Buy

A

Initial Outfitting Process

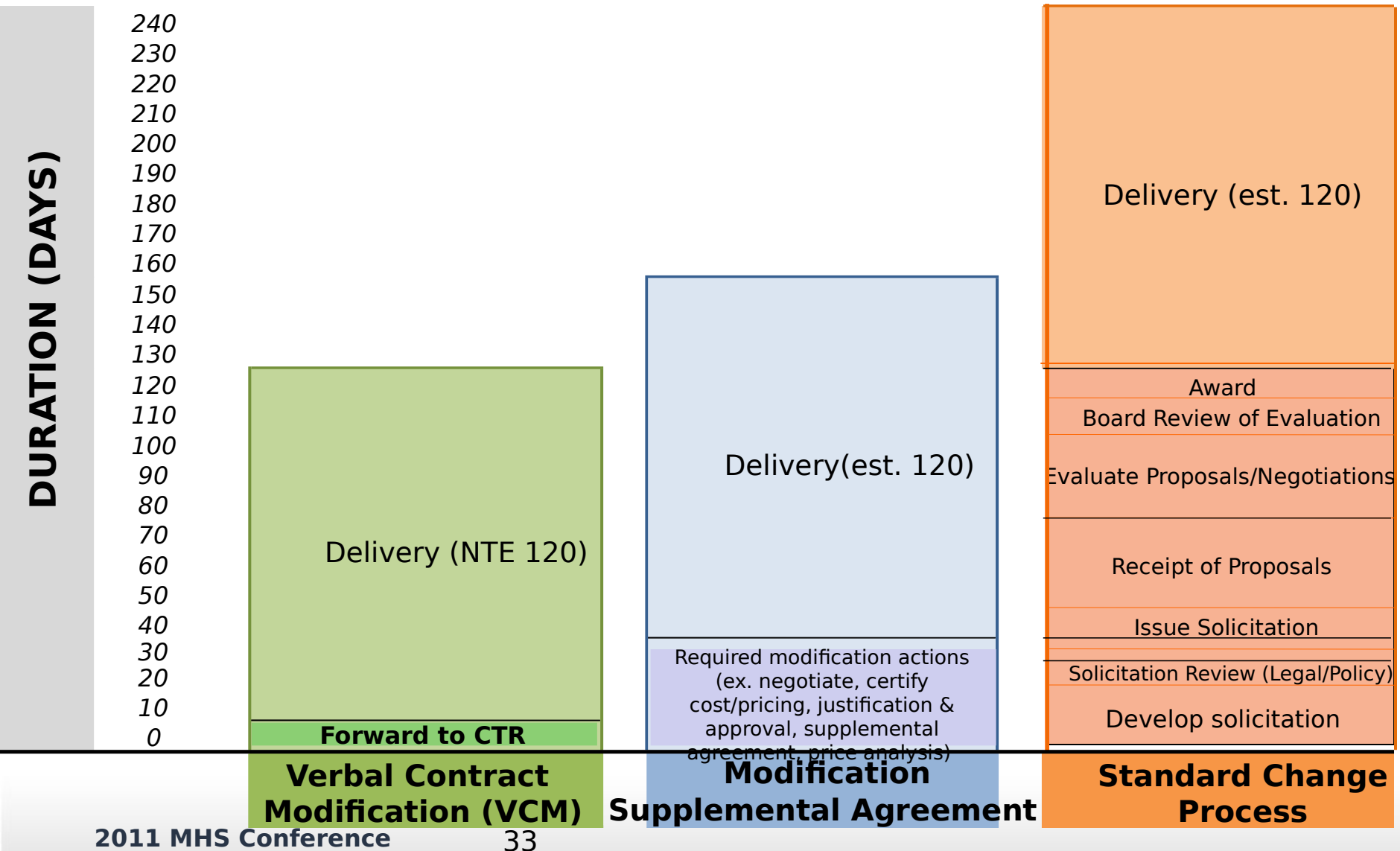


Government

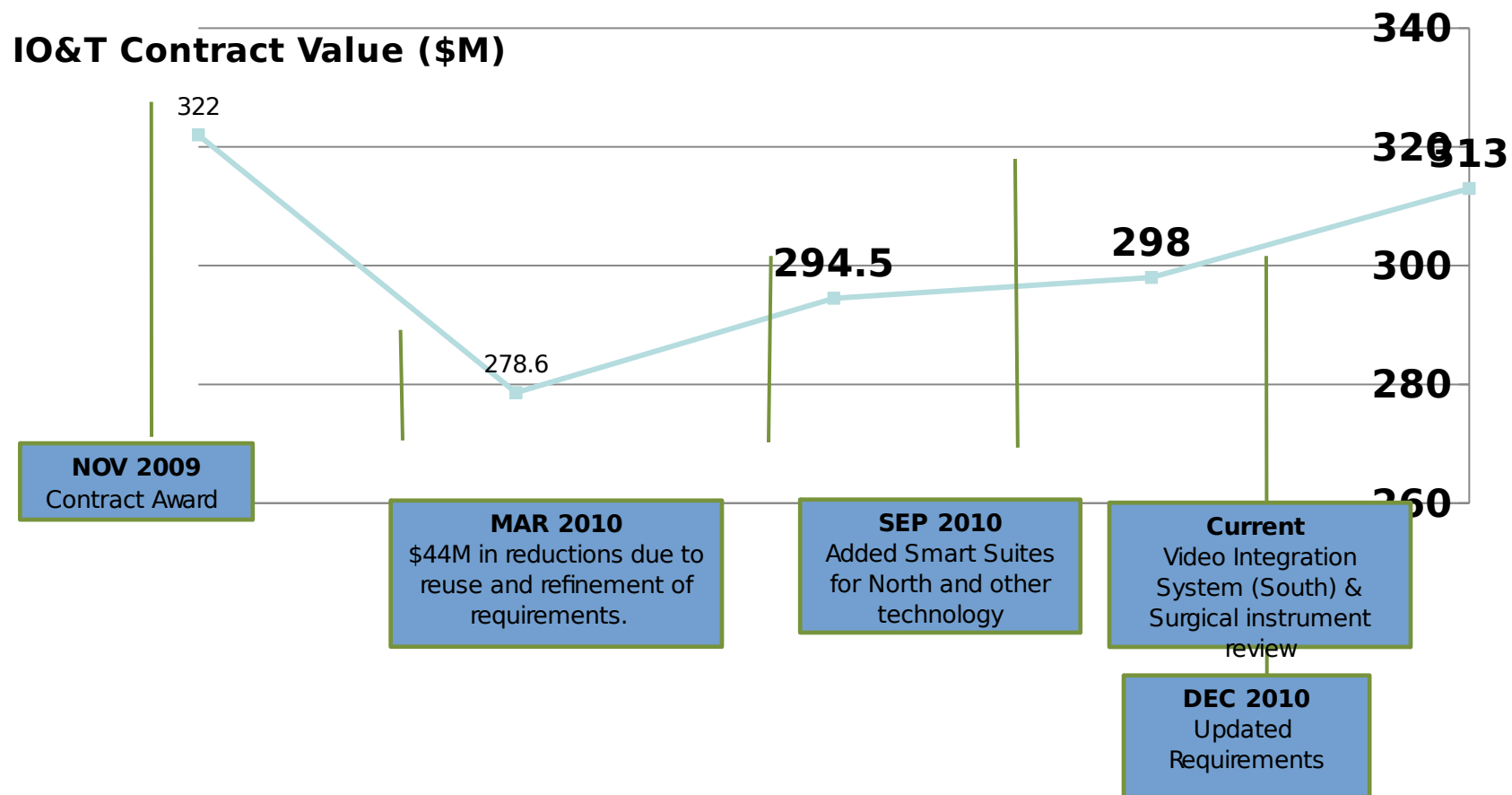
General Dynamics

Initial Outfitting Tool

Identification to Delivery



IO&T Contract Value Changes



IO&T Contract Challenges



- Continuing validation of equipment requirements
- Fluid design and construction schedule
- Reaching consensus of among Service Subject Matter Experts (SMEs) of the equipment requirements



The Value of the IO&T Process

The Value of IO&T



- Optimizes purchasing power with enhanced vendor responsiveness
- Realized cost avoidance and savings
- Enabled synchronization of outfitting, hospital transition, relocation and operational readiness with an aggressive schedule
- Unity of purpose and effort
- Management and relocation of reuse items
- Precise relocation planning and execution ensuring continuity of patient care operations
- Improves patient safety

Value of IO&T Standardization



- Decreases and streamlines staff training
- Minimizes equipment and supply variation while decreasing product consumption and inventory
- Creates opportunity for future cost avoidance and savings
- Creates potential reduction in maintenance costs
- Provides a more efficient operating platform hospitals
- Seamless clinical support regardless of location

Achieving a Common Operating Platform



ICU/ Critical Care <ul style="list-style-type: none"> • Smart Suite Technology • Patient monitoring system • Automated medication/supply distribution system • Key equipment components 	Emergency Departments <ul style="list-style-type: none"> • Patient monitoring system • Examination room stretchers • Exam and treatment room components 	Operating Rooms <ul style="list-style-type: none"> • Integrated OR Technology that has been designed for WRNMMC will now also be procured for FBCH
Pharmacy <ul style="list-style-type: none"> • Pharmacy robotics system • Automated medical/supply distribution system • Casework and storage units 	Radiology/Imaging <ul style="list-style-type: none"> • Linear accelerators • Oncology simulators • MRI • CT, PET CT • Cardiac catheterization units 	IT Infrastructure <ul style="list-style-type: none"> • Smart suite technology • Data storage units • Servers • Internet Protocol/Fiber Channel Switches
Hospital Rooms <ul style="list-style-type: none"> • Hospital Beds • Automated medical/supply distribution system • Many similar equipment items 	Exam/Treatment <ul style="list-style-type: none"> • Room design and contents are largely common • Exam tables from common manufacturer • Examination items such as wall mounted otoscope 	Furniture <ul style="list-style-type: none"> • Systems furniture to include work stations, supply storage units, and other components are from the same manufacturer. • Flexibility to adjust

We had a Dream . . .



And it has become a reality

National Intrepid Center of Excellence



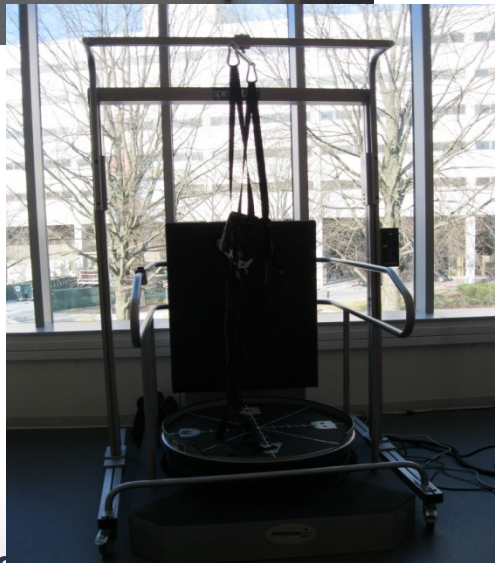
National Intrepid Center of Excellence



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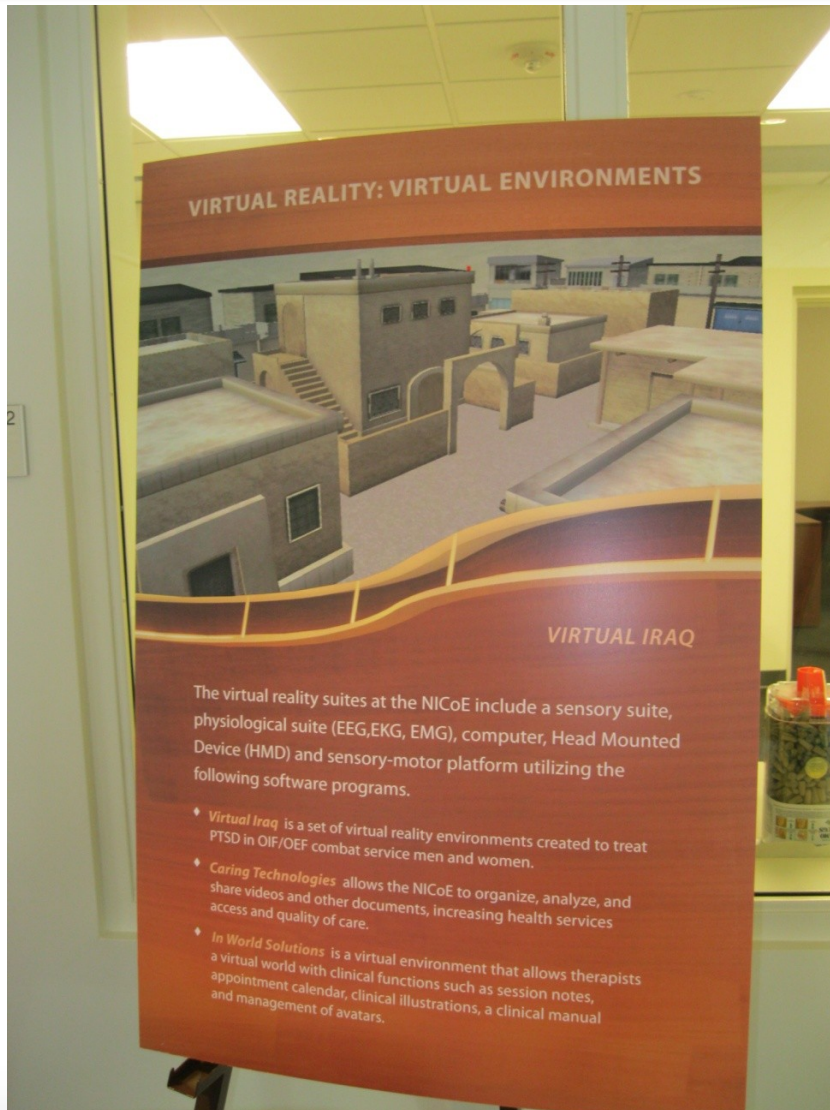


National Intrepid Center of Excellence

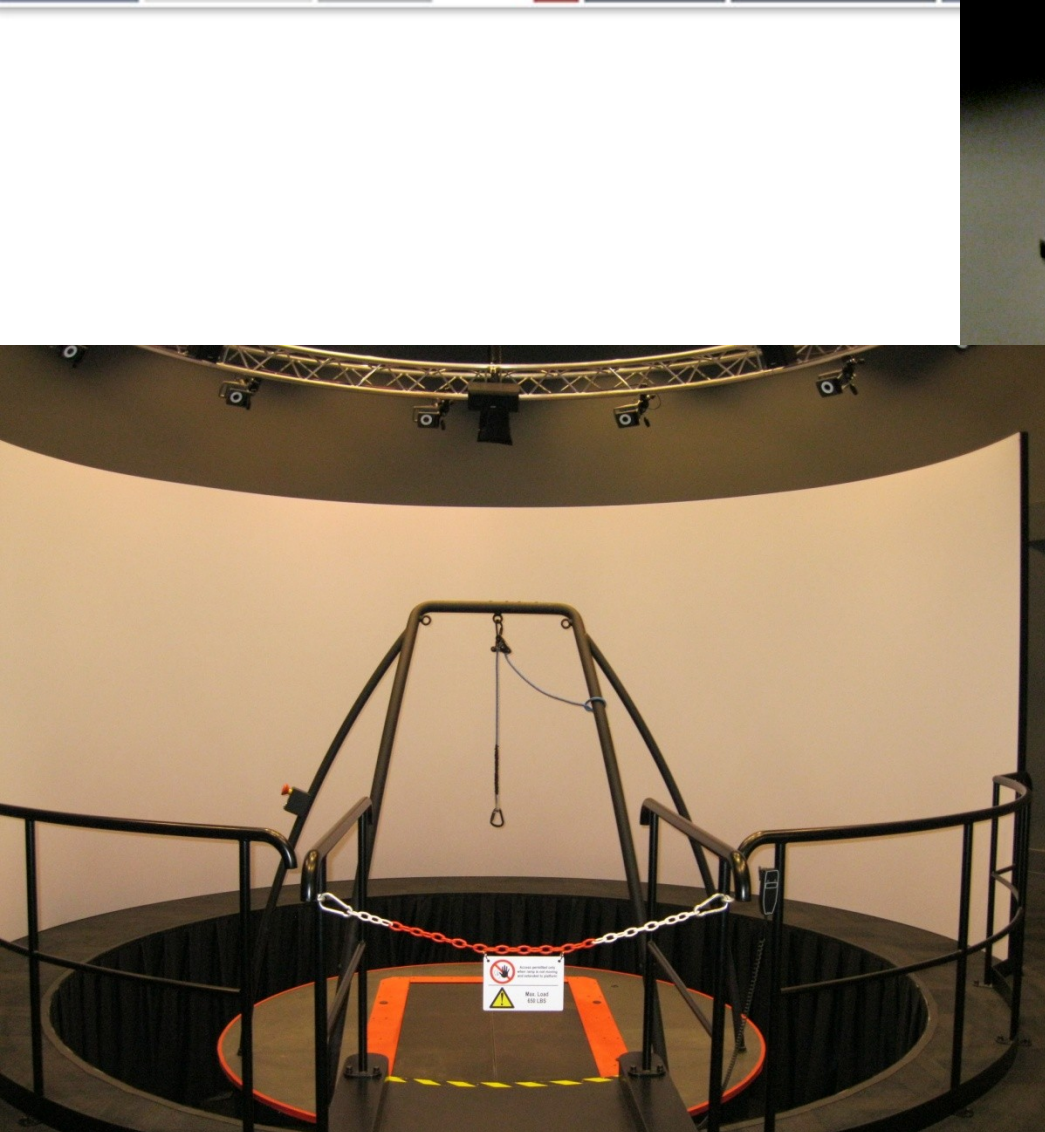


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National Intrepid Center of Excellence Simulation/Virtual Therapy



National Intrepid Center of Excellence Caren Lab and Drive Simulation



Building A NNMC- Gait LAB



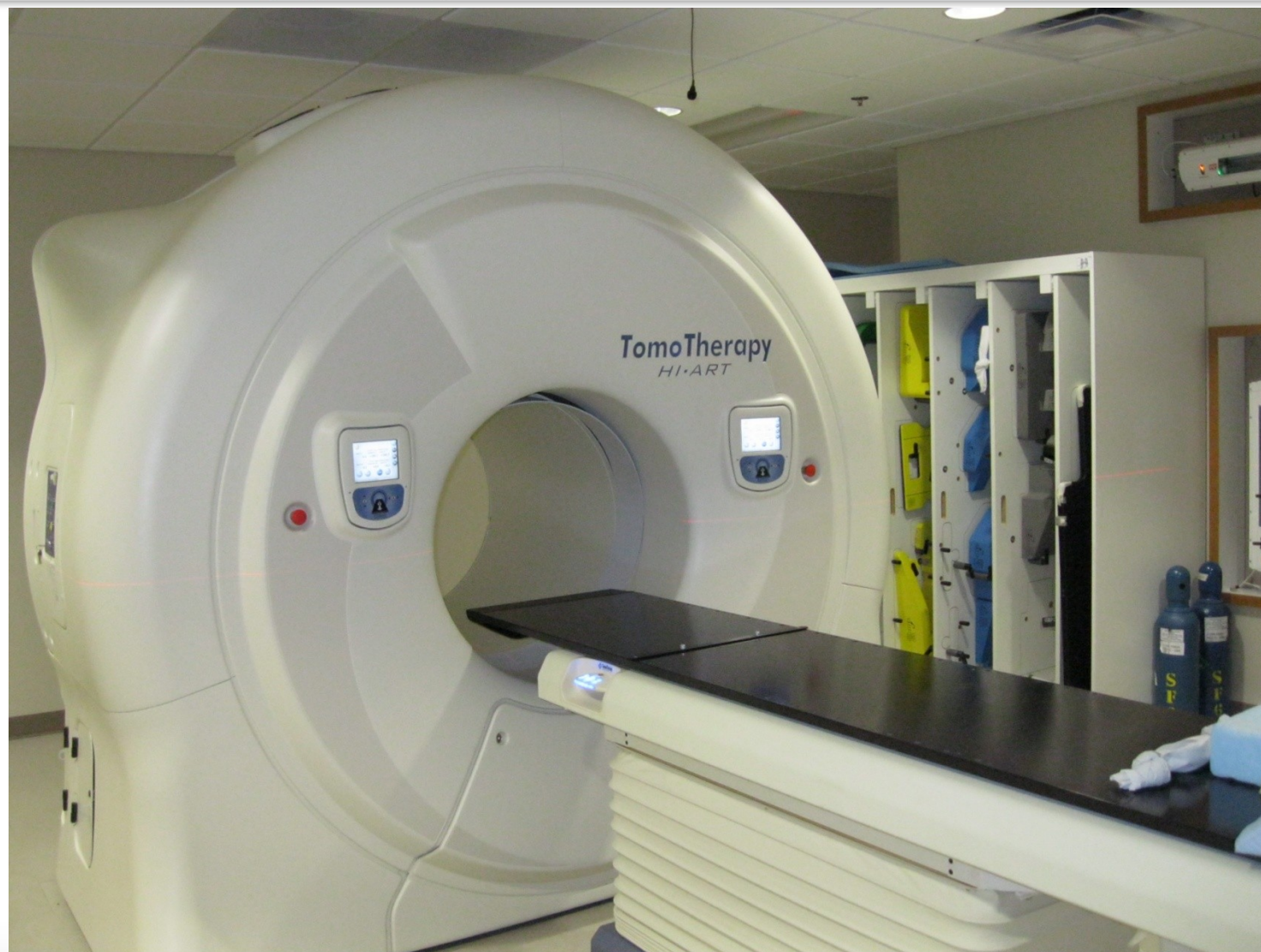
Building A NNMC Physical Therapy Exercise Room



Building A NNMC- Physical Therapy Running Track & Climbing Wall



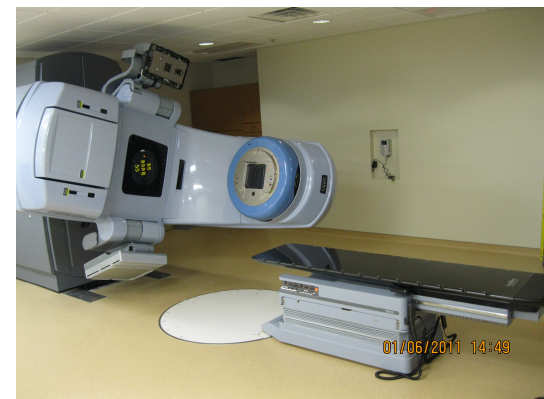
Building A NNMC- Radiation Oncology TomoTherapy Unit (used for Head/Neck Cancer Treatment)



Building A NNMC- Radiation Oncology Linear Accelerator



Building A NNMC- Radiation Oncology Linear Accelerator



Fort Belvoir Images of Site Visit



Fort Belvoir Images of Site Visit: Interior



Fort Belvoir Images of Site Visit



Fort Belvoir Images of Site Visit: Construction



One Man's Story (Video Interview)



Questions

